

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 2, 2019/2020 SESSION

**BAC2694 – MANAGEMENT CONSULTANCY**  
(All Section / Groups)

03 MARCH 2020  
2.30 P.M – 5.30 P.M  
(3 Hours)

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### INSTRUCTIONS TO STUDENT

1. This question paper consists of FOUR (4) pages excluding cover page with FOUR (4) Questions only.
2. Attempt ALL questions. The distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided

**QUESTION 1**

(a) There are many definitions of consulting, and of its application to problems and challenges faced by management.

Determine the TWO (2) basic approaches to consulting and how did these two approaches view management consulting.

(10 marks)

(b) Briefly explain each of the BASIC characteristics of management consulting that allow consulting to be a professional service and adding value to clients.

(15 marks)

[Total: 25 marks]

**QUESTION 2**

(a) Different situations and client expectations lead to different definitions of the consultant's roles and methods of interventions. Nevertheless, all consultants and clients will try to establish and nurture relationships in which they can work together to achieve a common purpose.

Briefly explain the critical dimensions of consultant - client relationships that are essential in consulting in order to make the relationship fully productive and satisfying to both sides.

(9 marks)

(b) Exercising personal influence on the client is not in conflict with a professional approach. A consultant has to influence people in order to obtain information, gain confidence and respect, overcome passive resistance, enlist collaboration, and get proposal accepted and implemented. A consultant is committed to help the client to achieve a particular purposes and this may be impossible without influencing certain people.

Identify and discuss any FIVE (5) methods of influencing the client system in order to produce the desired effect.

(10 marks)

(c) "Consultants play significant role as change agents who initiate or bring change in the client organisation. Consultants need to understand the concept of change which implies that there is a perceptible difference in a situation, a person, a work team and an organisation".

**Continued...**

Pertaining to the above statement, prepare a comparative note about the following terms

- (i) Environmental change
- (ii) Organisational change
- (iii) Human change

(6 marks)

[Total: 25 marks]

### QUESTION 3

(a) Consultant requires various skills to manage and carry out consulting work. In a consulting project, a consultant must offer the business the chance of moving from where it is 'now' to somewhere 'new and better'. This demands both an analysis of the business current situation and an analysis to seize new opportunities for the business.

Discuss any FIVE (5) abilities under the analysis skills that a consultant needs in order to manage the consulting task/project.

(10 marks)

(b) During diagnosis phase there might be some common mistakes made in defining problems, not only by clients but also by some consultants.

- (i) Define any THREE (3) purposes of diagnosis.

(3 marks)

- (ii) State TWO (2) important of diagnosis.

(2 marks)

- (iii) Describe any FIVE (5) issues found in problem identification stage.

(10 marks)

[Total: 25 marks]

Continued...

**QUESTION 4**

(a) One of the key elements of a Quality Assurance programme is people management. It is essential to quality management to ensure the continuous quality improvement is achieved in consulting assignment. The application of personnel policies, knowledge management, training, development and coaching provides a vehicle in taking corrective action and addressing client satisfaction.

Identify any FIVE (5) methods to enhance the quality in people management.  
(5 marks)

(b) Messrs Ali Lim & Associates is an accounting firm located in Melaka. Clients turn to Ali Lim & Associates firm to know things that they do not and to help them sort through the noise and apply the right knowledge to their specific accounting, tax, audit or business needs. Due to that, knowledge is at the center of this firm. Messrs Ali Lim & Associates's organizational structure consists of two partners, namely Mr Ali Hanafiah and Mr KP Lim as well as nine (9) permanent account and audit staffs who work under them.

In Messrs Ali Lim & Associates, when an employee has a question, he does his own research. On average, the employee spends 15-30% of his time looking for information needed to do his jobs. Alternatively, the employee will go and enquire senior staff in the firm who is an expert in that area and ask question. Frequently, employees do not know precisely who to ask and may interrupt several people when searching for information. When a subject matter expert provides an answer to the employee's question, it is usually in the form of an e-mail or a personal conversation. Neither of these is shared across the organization, so the next employee who has the same question will have to repeat the process over again.

By the year 2020, two (2) out of nine (9) staffs will be eligible to retire. As the Baby Boomers generation moves toward retirement, firm thought leaders may leave the firm without recording their valuable knowledge for future employees. Although Messrs Ali Lim & Associates is hiring an increasing number of young professionals, Generation X and Y are not large enough to provide a one-to-one replacement for every senior firm member who retires. As a result, employee turnover can leave holes in subject matter expertise that go unnoticed until a major client need arises. For the past two years, Messrs Ali Lim & Associates was unable to achieve its full potential productivity. It becomes a serious concern to Mr Ali and Mr Lim because of the firm survival to become competitive in the industry.

**Continued...**

**Required**

Messrs Ali Lim & Associates has approached you to become a consultant. You are given one week to diagnose the issues in the firm and requested to submit a proposal.

From the diagnosis;

- (i) Identify FOUR (4) known issues. (4 marks)
- (ii) Explain FOUR (4) benefits of knowledge management system to accounting firm. (8 marks)
- (iii) Propose FOUR (4) recommendations for Messrs Ali Lim & Associates to implement a knowledge management system in the firm. (8 marks)

[Total: 25 marks]

**End of Paper.**